

0-2
4 FBI

from March submission

Special Agent EODs are shown at Appendix C along with attrition charts.

The recruitment of FBI Special Agent and support personnel is outlined in Part I. The Bureau has a College Relations Program, Cooperative Education Program, and Honors Internship Program. It recruits through its 59 field offices with designated applicant coordinators. More recently the Bureau is appointing regional recruiting Special Agents subordinate to the Personnel Office. They expect to have 18 regional recruiters designated nationwide.

The Bureau has a one-year probationary period which is applicable if under performance is documented. The performance evaluation system the first year is at 60-day intervals against specific tasks the field office assigns and evaluates.

XII. ~~Addressing the future~~

The Bureau envisages a ~~continued need for added trained~~ manpower and support personnel -- essentially at the mix reflected over the past several years. The ~~specific mission and priorities will dictate assignments, e.g., treaty verification~~ will require FBI manpower. (8)

Beyond growth per se the future years show heavy separation for all reasons in a non baby boom era where recruiting will be more difficult. Changes in life styles present new challenge to security considerations -- the possibility of standards across the community will likely need to be addressed. Competition with private sector is expected to continue to be difficult unless the economic picture on employment of college graduates and Level III linguists is impacted with an economic downturn in the business cycle.

The following charts project Special Agent separations through 2007 and retirement eligibility.

The FBI work plan projects within the budget cycle. It is noted that for both Agent and support positions there has been continuing "underburn" of approved staffing levels. The FBI appears to be running faster and faster to keep pace.

XIII. Current Personnel Policies and Practices

For specific detail see the Manual of Administrative Operations and Procedures and the contextual descriptions and authorities provided in Part I of this paper.

XIV. Competition between Intelligence Community agencies in personnel programs

- Authorities possessed by CIA, for example, would have eliminated the time and incremental approach required of the FBI to treat with cost of living operational constraints in New York.

- Authority to step back from the General Schedule would permit consideration of banding pay scales and attaching pay to performance, more flexibility in creating assignment incentives particularly for investigative support personnel, etc.

- Nature of FBI work, secrecy, risks, and essentiality of stability of career system are some arguments used to differentiate as an Intelligence Agency.

- FBI retirement program for law enforcement personnel outdistance CIARDs.

XV. Agency views on terms of reference issues

The Senior Policy Management Group (SPMG) approved the NAPA work proposal. The Bureau Personnel Office offers no further comment. (Mr. Revell, SPMG member, is not available before late April and deeper research into counterintelligence, if needed by NAPA, should await proper clearances.) As indicated in Part II, XIV and Part I, alternatives to General Schedule, occupational pay, expanded benefits, and adaptive retirement are all areas of interest to Bureau personnel officials.

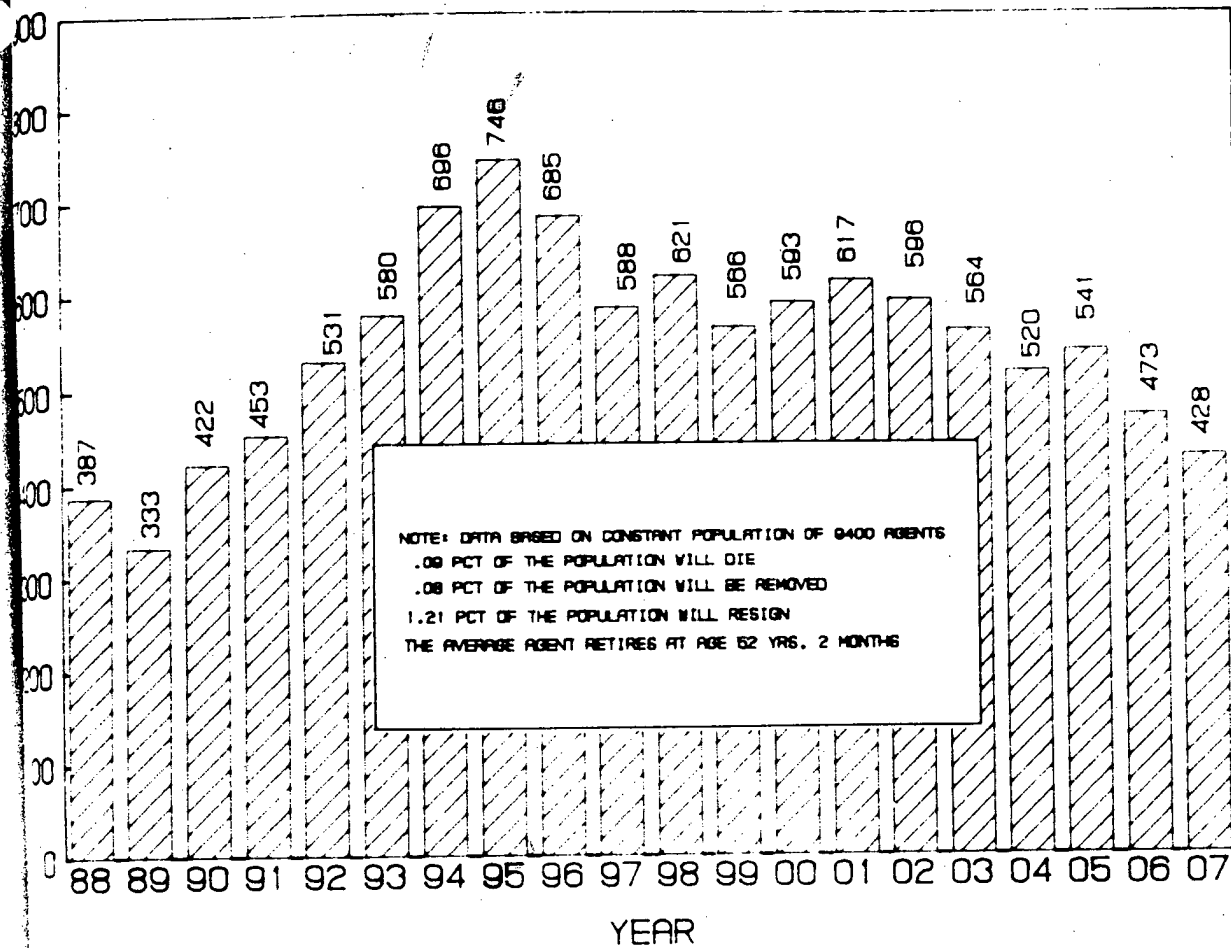
PROJECTED SPECIAL AGENT SEPARATIONS 1988 TO 2007

YEAR	COUNT
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1988	387
1989	333
1990	422
1991	453
1992	531
1993	580
1994	696
1995	746
1996	685
1997	588
1998	621
1999	566
2000	593
2001	617
2002	596
2003	564
2004	520
2005	541
2006	473
2007	428

*Against current
strength?*

PROJECTED SEPARATIONS OF SPECIAL AGENTS

10/5/87



4-2

(July 1988
response)

Response to "Workforce of the Future"

Within the Federal Bureau of Investigation (FBI) the Personnel Resources Unit is charged with the responsibility of forecasting the future Special Agent workforce needs.

Of particular consequence to the FBI is that during the next nine years, roughly 50% of all on-board Special Agents will become eligible for retirement. When coupled with the effects of the demographic forces that the National Academy of Public Administration (NAPA) paper discusses, there is some concern as to how to fulfill these personnel needs.

At the current time the FBI workforce is less than 10% female. In the period addressed above NAPA indicates that 60% of those entering the workforce will be women. Assuming that this proportion also holds for the number earning college degrees, than one feature of FBI hiring for the Special Agent population will be a potentially significant increase in the number of women hired for our Special Agent population.

Currently, an important initiative underway is an ongoing effort to increase minority representation within the ranks of Special Agents. Current trends and NAPA predictions call for some difficulty attracting such employees unless there is a large scale increase in minority college attendance. Since law enforcement/intelligence community employment is not a traditional form of employment for minorities the future outlook for FBI employment of such individuals does not look promising. What this portends for the FBI is that more intensive efforts must be undertaken to achieve any such goals. The implications for the FBI simply dictate a more widespread, yet targeted effort must be made.

Of some additional concern for the Bureau is the shortage of individuals in critical skills areas such as engineering disciplines and most particularly, foreign languages. At the same time the Bureau's growing need for computer science professionals, and on-going need for attorneys will be complicated by continuing expansion of opportunities for these groups.

As NAPA indicates, the already crowded field of competitors for these individuals do not work with either the requirement of U. S. citizenship or the necessity of security vulnerability assessments. The whole point of this is as

NAPA outlines, while opportunities for technically trained individuals grows, the supply may diminish, in relation to the demand, even while increasing slightly in real numbers.

For the FBI, this means that as an agency we must find new and successful avenues to attract and employ such people. Some of these new avenues may very well have to include a look at factors such as salary or area of assignment. In any case we will have to enhance our competitiveness to fulfill our needs, or run the risk of being unable to meet the responsibilities that come with the mission of the FBI.

The NAPA report also indicates the developing trend of a change in various concepts associated with the work ethic. Signs of such developing trends exist today and seem to concern themselves with certain ancillary factors associated with work such as location of work, possibility of transfer and significance of work. All of these factors impact on government, as well as private employers. The rise of the two career family will have significant impact on the workforce. Already, within the FBI, the large number of married Special Agent couples has served to illustrate how difficult it will be to combine promotion, transfer and assignment issues with the already existing policies of the FBI in these areas.

In summary, the NAPA report is extremely helpful for agencies such as the FBI, and specifically for entities within the Bureau such as the Personnel Resources Unit. Planning for the future needs of the Bureau involves a certain amount of speculation. The NAPA report replaces some of that with solid facts and educated projections. The benefit should be the ability to integrate these facts into the manner in which the FBI approaches its personnel needs. In the end, the result should be a form of invaluable assistance in helping the FBI meet its mission.

Federal Bureau of Investigation



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